



Charles D. Baker, Governor  
Karyn E. Polito, Lieutenant Governor  
Stephanie Pollack, MassDOT Secretary & CEO



To: Secretary Pollack  
From: Jamey Tesler, Acting Registrar  
Date: August 16, 2019  
RE: Grant Thornton Preliminary Report

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Secretary, attached is Grant Thornton's Preliminary Report. I believe this report provides additional helpful insight into the structural changes underway to overhaul the Registry of Motor Vehicles (RMV's) public safety responsibilities. The preliminary report also confirms our understanding of the underlying issues at the RMV as we have presented them to you in the course of the comprehensive investigation of RMV process failures since June 21<sup>st</sup>. It also informs many of the actions we have taken since to address those failures. I would draw your attention to several items in this report that bear discussion:

- The report references several remaining queues of "work items" within the ATLAS system, in addition to the backlog of paper out-of-state notifications. As we have been detailing in our Interim Reports, we have become aware of these work queues in the course of our post-July 1<sup>st</sup> recovery efforts and we have instituted a number of processes to address them.
  - As I explained in Interim Report #5, the Merit Rating Board (MRB) data entry quality control item which Grant Thornton references on page 33 has been the subject of collaboration between RMV and trial court officials this week to determine ways to reduce data entry issues which create these work items. As with the other work queues we have discovered, we have developed a triage process to go through the queue prioritizing the most serious offenses. As of yesterday, we have resolved, 1,616 of 1,650 identified high priority items in one of the queues that made up the combined 22,000 item list. While this is a large queue, as yesterday's report explained, approximately 2,000 work items are generated and closed by data entry and transfers on a daily basis, with roughly 320 being done manually by MRB staff, and the remaining 1,600 being done automatically within ATLAS. We will continue to apply our prioritization methodology across the various queues to ensure that the most serious offenses are addressed first, while continuing to work with the courts to refine data entry and compatibility issues to reduce the number of entries that require manual intervention. With the business process changes in place, I am confident we can keep current with that queue in a matter of weeks, not the lengthy two year period cited in the Grant Thornton report.
  - The SPEX Unit work items queue, which the Grant Thornton report lists as having approximately 88,000 items, was one of the first areas we reviewed due to the fact this was where the initial Connecticut notice about Mr. Zhukovskyy was placed. As previously reported, our team has checked that queue for high priority items and the largest volume of items in this queue (approximately 64,000) appear to involve duplicate information rather than missing entries in our system. These duplicate records are produced when new member states come online in the State to State (S2S)

system and duplicate “pointers” are captured or identified. For example, if 10 million drivers from New York were “uploaded” to S2S, 1 percent of those with Massachusetts records might generate a possible duplicate. Duplicate records may also be produced when a person initiates a transaction and the system recognizes matching or very similar existing records. Another large component of the queue contains records produced by the National Driver Register (NDR) batch process, which as broken down in Interim Report #5, is being actively processed for exact matches, egregious offenses, convictions triggering suspension, and convictions that need to be added to a record but may not trigger suspension (i.e. payment defaults and administrative issues).

- The comprehensive, largely unprecedented NDR batch process continues to be the backstop for these various work queues. This review will help to ensure that the RMV driver records are not missing any egregious offenses that may be included in these queues. As you know, the NDR check has resulted in over 800 suspensions in the past week.
- With respect to the report’s identification of certain deficiencies in the RMV’s structure – particularly inadequate risk management and inadequate operational control – I concur with this observation. As you know, the RMV is already in the process of creating a new structure that will include a Chief Compliance Officer to better ensure risks are identified and addressed; a Director of Policy to ensure processes and policies are devised and promulgated throughout the agency; as well as a Deputy Registrar for Safety to ensure better coordination and control over the public safety aspects of the RMV.
- The report confirms serious concerns as to the operation of certain aspects of the RMV, including the MRB. To that end we have reached out to the other members of the Board to convene a meeting to discuss the findings of this report and our five interim reports and to determine what must be done to ensure strong leadership of the MRB. Later today we expect to post notice for a meeting next week.
- Finally, as this report notes we have continued to provide Grant Thornton with the documents necessary to complete their work. We have also continued to furnish the Legislature’s Joint Transportation Committee with requested documents, now numbering over 66,000, which are responsive to their requests for information. We have not, to date, withheld any documents from the Committee.

We will continue to cooperate fully and comprehensively with both the independent Grant Thornton review, as well as the Legislature’s investigation into the root causes of the RMV’s failures to appropriately discharge its responsibilities.